

Strategic Plan
Fiscal Years 2001 - 2005

UTAH *a r t s* COUNCIL



THE ARTS IN
UTAH:

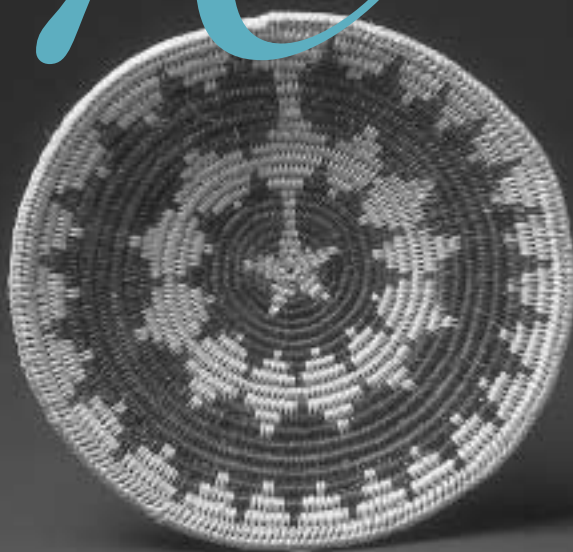


TODAY TOMORROW



UAC MISSION

BELIEVING THAT THE ARTS ARE ESSENTIAL TO A HIGH QUALITY OF LIFE, THE UTAH ARTS COUNCIL SERVES ALL THE PEOPLE OF THE STATE AS IT FOSTERS CREATIVITY, PROMOTES EXCELLENCE, AND ENCOURAGES DIVERSITY IN THE ARTS IN UTAH. IN RESPONSE TO THE LEGISLATIVE MANDATE OF 1899 "TO ADVANCE THE ARTS IN ALL THEIR PHASES," THE UTAH ARTS COUNCIL BROADENS THE AVAILABILITY AND INCREASES THE APPRECIATION OF THE ARTS BY SECURING AND DISTRIBUTING FUNDS, PROVIDING TRAINING AND DEVELOPMENT, AND PROVIDING EDUCATIONAL PROGRAMS IN THE ARTS STATEWIDE.



Navajo Ceremonial Basket - State Folk Arts Collection



A MESSAGE FROM THE DIRECTOR

"The vocation of Arts Administration is to listen to the places we live, and to help our places speak in the first person, joining our own voices to the voices we enable." — Kim Stafford

The document you hold in your hands or see on your computer screen is a summary of the Utah Arts Council Strategic Plan for 2001-2005. It is our mission, as a state agency, to serve the citizens of our entire state. For that reason, we convened focus groups with outside facilitators so that citizens from all areas of the state could come together to frankly discuss what they need from their state arts agency. Our planning process involved constituents, Board and Staff as we identified areas to guide Utah Arts Council future efforts. Our staff members are not just administrators, but the means for delivering the project. More and more we reach out to communities electronically and have developed streamlined, on-line application processes and information sources. The Utah Arts Council Board and Staff will continue to bring programming opportunities to you along with their passion and dedication, and most importantly, the knowledge that art changes individuals and communities for the better.

THE UAC WORKS TO RESPOND TO ITS MISSION THROUGH THESE NINE PROGRAMS:

- ARTS EDUCATION
- FOLK ARTS
- INDIVIDUAL ARTIST SERVICES
- PUBLIC ART
- VISUAL ARTS
- COMMUNITY/STATE PARTNERSHIP
- GRANTS
- LITERATURE
- TRAVELING EXHIBITS

UAC GOALS

- To encourage, recognize and support the growth of artistic excellence on both individual and organizational levels.
- To increase public awareness, appreciation and understanding of the central role the arts play in all dimensions of human life.
- To advocate the inclusion of the arts as essential to the educational experience of all Utahns.
- To insure that diverse arts experiences are accessible to all Utahns, regardless of geographic area, ethnicity, religion, income, age, gender or ability.
- To preserve and promote Utah's artistic heritage and cultural traditions while encouraging new artistic exploration and creation.
- To expand our response to arts needs through planning and evaluation that utilizes broad and interactive public representation.
- To advocate for adequate resources to fulfill the mission of the Utah Arts Council.

UAC STRATEGIC PLAN

This document is a result of the in-depth, statewide planning process that took place over the last three years with the most specific planning activities taking place since August 2000. The process consisted of the following actions:

- Two full staff retreats
- Three constituent focus groups, facilitated by the Western States Arts Federation (WESTAF)
- Individual program evaluation and focus groups
- Needs assessment and feasibility studies done in collaboration with two other state agencies (State History, State Archives) towards establishment of the Utah Cultural Center
- Formal artist surveys, conversations with individuals, and a systematic review of the historical records of funding shortfalls for individual artists
- A full board retreat and board meeting discussions
- Department of Community and Economic Development and other government meetings regarding issues relating to legislative requests, personnel, website, and facilities use and management

This process allowed us to look at ourselves through the eyes of the individuals and organizations in the state that we serve.



Dance of Creation - Robert Sindorf - Public Art Program

What We Heard

WHAT WE HEARD

From the planning process, four themes emerged to guide the Utah Arts Council's future goals, which our citizens see as integral to the effectiveness of our state arts agency:

1

RURAL LIFE AND SMALL COMMUNITIES ARE ENRICHED WHEN THE ARTS BECOME AN IMPORTANT PART OF COMMUNITY LIFE.



Saddle - Bob Ray - State Folk Arts Collection

WHAT WE PLAN TO DO: The Utah Arts Council will enhance staff, board, and panel participation in geographically isolated areas, improve communication and increase accessibility of program services within those areas.

STRATEGY #1: Increase travel to rural communities to attend and participate in technical assistance meetings, community arts programs and related events by 20% within the next four years.

STRATEGY #2: Develop at least one better, more targeted method to educate isolated communities both in rural, suburban, and urban areas about Arts Council services, programs, funding opportunities, and technical assistance.

STRATEGY #3: Increase Board member, panelist, and constituency engagement in the legislative process by 30% over a five year period, especially in rural/underserved communities, to determine needs to be addressed and methods for meeting those needs.

STRATEGY #4: Develop and implement at least one new strategy each fiscal year within each program that addresses issues of isolation.

2

FINANCIAL RESOURCES ARE VITAL TO THE ARTS IN UTAH.

WHAT WE PLAN TO DO: The Utah Arts Council will provide better information about UAC grants and refine existing grants and program applications to make them more accessible.

STRATEGY #1: Increase and improve the accessibility of all grants applications on the website using constituency feedback for suggested improvements.

STRATEGY #2: Provide additional technical assistance to individuals with limited technological access, and facilitate ways to work within the State of Utah technical requirements.

STRATEGY #3: Increase program-specific grant writing workshops by 10% each fiscal year in all areas of the state and conduct workshops on how to implement and evaluate programs funded by UAC grants.

STRATEGY #4: Facilitate and increase on-site visits to grantee projects by UAC board members, advisory panel members and staff by 5% over the next five years.

STRATEGY #5: Develop and implement at least one form of evaluation each year of all UAC grant applications for clarity, accessibility and constituency awareness.



3

COMMUNICATION OF UTAH ARTS COUNCIL SERVICES AND OPPORTUNITIES IS VITAL TO ARTISTS, EDUCATORS, AND ARTS ORGANIZATIONS IN UTAH.

WHAT WE PLAN TO DO: The Utah Arts Council will communicate through formats that are clear and accessible in print, media, technology, and alternative forms of communication such as small group settings and one-on-one conversations.

STRATEGY #1: Use the UAC website more effectively as a communication tool to reflect the needs of our constituency. Make better use of website innovation and Internet capabilities to offer 20% more services online and devise alternative ways of making these services available to those with limited access to technology.

STRATEGY #2: Conduct annual evaluations within each program of UAC publications and advocacy materials for accessibility, cost-effectiveness, UAC logo recognition, quality of content, and target audience.

STRATEGY #3: Develop at least one new strategy in each program every year to raise awareness of the Utah Arts Council mission, goals and accomplishments.

STRATEGY #4: Increase the level of UAC and constituent communication with legislators on the importance of UAC services and the Public Art Program to Utah Citizens to secure state funding and strengthen programs.

STRATEGY #5: Convene meetings and events with cultural leaders and known leaders within specific communities to better communicate to targeted audiences.

4

DIVERSITY AND ACCESSIBILITY ARE CRITICAL COMPONENTS OF ARTS PROGRAMMING. USING THIS DIVERSITY IN PANELS ENHANCES THE QUALITY OF DECISION-MAKING AND RICHNESS OF VOICE.

WHAT WE PLAN TO DO: The Utah Arts Council will work to increase representation of the various cultures and needs of Utah citizens and improve access to services for everyone.

STRATEGY #1: Develop program strategies to include diverse peoples in all decision-making processes.

STRATEGY #2: Include statements in 100% of new printed publications, training brochures and rosters that offer accommodations for special needs (large print, translation services, etc.) beginning FY 2002.

STRATEGY #3: Continue to edit 100% of new UAC publications for reader accessibility (i.e., font size, design clarity, and vocabulary). Evaluate all publications for compliance with the most recently accepted standards distributed by Very Special Arts.

STRATEGY #4: Provide ADA (Americans With Disabilities Act) information to individuals and organizations through print, conferences, workshops, grants application guidelines, and conversation. Continue to rely on the expertise of agencies that serve individuals with special needs in implementing UAC programs.

STRATEGY #5: Continue to broaden and more specifically target distribution of all UAC publications, RFPs (requests for proposals) and grant guidelines.



One of three Utah Arts Council galleries

SPECIAL INITIATIVES

In addition to these planned strategies, the following special initiatives are critical ongoing components of our strategic plan for the next four years.

ZAP TAX. 1/10th of 1% for the Arts Legislation. Develop strategies to assure renewal of this legislation in 2006. The UAC will work to increase the number of counties in Utah who successfully pass and implement this initiative.

NATIONAL ENDOWMENT FOR THE ARTS (NEA). Support and promote the message of the NEA for Utah constituents. Inform Utah congressional members of NEA activities in Utah and advocate for its continued funding.

WESTERN STATES ARTS FEDERATION (WESTAF). Continue collaborations on such things as the Economic Impact Study and Tumblewords (a regional literature project). Convene with WESTAF and arts agencies from the western states to address specific issues such as arts education initiatives, folk arts, artists on a website, visual arts program, etc.

UTAH CULTURAL CENTER. Continue active collaboration with State History, State Archives, and community leaders on establishment of the Utah Cultural Center which will house these agencies, and the collections of the three state agencies, for the benefit of school children, tourists and residents of the state.

ARTIST ENDOWMENT CAMPAIGN. The Utah Arts Council's Artist Endowment Campaign seeks to raise a total of \$1,080,000 to generate \$54,000 per year in interest which will more than double two existing endowments: the Individual Artist Endowment and The Ethnic Arts Endowment. Work to secure incremental growth each year to provide increased grants and services to artists and arts organizations for the benefit of Utah citizens.

ARTS EDUCATION REDEFINITION OF PARTNERSHIPS. The Arts Education Program is redefining its relationship with the State Office of Education and with the Utah Alliance for Arts and Humanities Education. It is increasing partnership activities with Utah Family Centers/Utah PTA and adding arts education initiatives with Salt Lake City and County.

PUBLIC ART PROGRAM. In addition to increasing communication to decision-makers about the importance of preserving this program, the Arts Council plans to produce a publication with history and information about the program, information on public art programs in other states, Utah's current building project list, and information about art installations since 1997. There are currently over 200 pieces of art in, on or around facilities throughout Utah.

FOLK ARTS & COMMUNITY/STATE PARTNERSHIP CHALLENGE AMERICA GRANT INITIATIVES. The Community/State Partnership Program received matching funds from the Challenge America NEA grant to implement a new professional development program in partnership with the Front Porch Institute in Oregon. The Folk Arts Program is utilizing the Challenge America Funds to expand the annual Mondays in the Park concert series at the Chase Home, doubling performance opportunities for traditional and ethnic artists. The Folk Arts Program is also providing support to communities promoting cultural heritage tours.

Ririe-Woodbury Dance Company



STATE OF UTAH

Michael O. Leavitt, Governor

DEPARTMENT OF COMMUNITY AND ECONOMIC DEVELOPMENT

David B. Winder, Executive Director

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Frank McEntire

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Robert S. Olpin

June D. Thorley

(One position currently vacant)

PAST BOARD MEMBERS WHO PARTICIPATED IN THE PROCESS:

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Kathleen S. Peterson

Floyd Rigby

Joanne Shiebler

UTAH ARTS COUNCIL STAFF

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Terrie Buhler, Assistant Director

Lila Abersold

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Glendinning Mansion



Chase Home



Art House



Rio Grande Depot



Cover Image: Yin Yan - William Lee - State Folk Arts Collection

OUR FACILITIES